

## Population Health Forums

### Challenges in Building a Knowledge-Based Technology Infrastructure for Population Health

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Dr. Niloff is vice president and executive medical director of population health for McKesson Provider Technologies' Health Systems Performance Management organization. He is also Founder and Chief Medical officer for MedVentive, which is now a part of McKesson. Dr. Niloff is responsible for the strategic development of population health analytics and solutions. His core areas of expertise include: accountable care; population health; improving the quality and efficiency of healthcare delivery; helping organizations become clinically integrated; and improving cost of care among at-risk populations and networks.

At the May Forum, Dr. Niloff's presentation focused on ways to achieve organizational alignment and manage successfully through health care transformation. He first described the groundwork required to adapt to the challenges and opportunities within the changing healthcare environment. Niloff points out that most CFOs are

anticipating the reality of impending reductions in commercial reimbursements, and there is a clear shift toward models of Medicaid managed care, which Niloff refers to as "back to the future." The adoption of this model is accelerating, and this changing environment also means that risk is transitioning to providers.

Niloff described transition challenges, including conflicting contract models and conflicting incentives, particularly between physicians and hospitals. He emphasized the importance of alignment and buy-in among all constituents.

Healthcare systems must be concerned with aligning physicians and coordinating care. Niloff identified a shift from transactional care to population management. This new model of care is a more proactive approach in looking at populations, identifying patients who are most at risk, and managing populations across the care continuum.

Niloff went onto explain that success requires interrelated strategies: data strategy; IT strategy; and adoption and communication. Integrating these strategies into the clinical work flow can be one of the most problematic challenges. New programs and technology are needed for success and must include a continuous integration program focused on guideline compliance, and coordination of care.

Ideally, health care systems should have all patients being cared for in a system using a single platform or database that is shared across all caregivers and networks, regardless of specialty or geography. Data must be processed in a way that each clinician and their team are able to access a user friendly view of that patient, relevant to that specialty. Niloff concluded his talk by emphasizing the need to have patient information embedded into the work flow...this is key for the future of care coordination. ■